

# Delphi Overview

2004 Sales: \$28.6B<sup>1</sup>

2004 OI<sup>(1,2)</sup>: \$(482)M

## Electrical, Electronics & Safety Sector



2004 Sales: \$13.9B

2004 OI: \$955M<sup>(2)</sup>

- Integrated Body Electronics
- Powertrain Electronics
- Chassis & Safety Electronics
- Audio Systems & Mobile Multimedia
- Safety Systems
- Electrical & Electronic Systems
- Product & Service Solutions

## Dynamics, Propulsion, Thermal & Interior Sector



2004 Sales: \$14.1B

2004 OI: \$(65)M<sup>(2)</sup>

- Engine & Emission Management Systems
- Energy Management Systems
- Vehicle Dynamics
- Thermal Management Systems
- Interior Systems

## Automotive Holdings Group



2004 Sales: \$2.6B

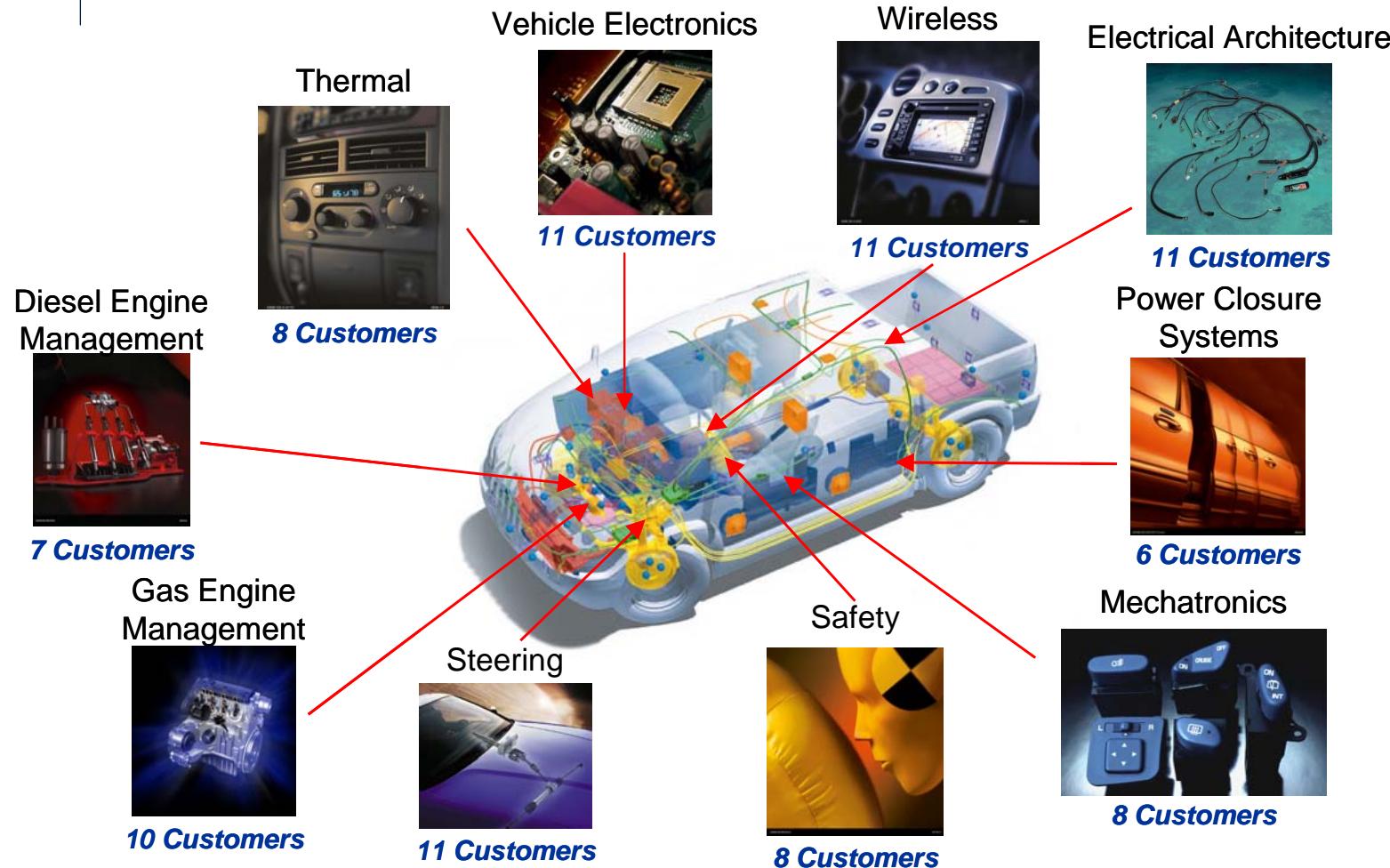
2004 OI: \$(590)M<sup>(2)</sup>

- Batteries
- Instrumentation
- 13 U.S. sites

(1) Includes activity not allocated to the product sectors and the inclusion of intersector eliminations

(2) Excludes impact of employee, product line and related charges

# Automotive Product Lines & Customer Diversity



As of 12/31/03 booked business

Global Top 11 OEMs in alphabetical order: BMW, DaimlerChrysler, Fiat, Ford, GM, Honda, Hyundai, PSA, Renault/Nissan, Toyota & VW  
Customer count provided includes only OEM customers listed; does not represent the total number of customers for a given product line

# Translating Core Competencies Into New Markets

## Core Markets



**Diesel & Gas Engine Management**



**Electrical Architecture**



**Electronics, Switches & Sensors**



**Thermal**



**Wireless**



## New Markets



**Commercial Vehicles**



**Marine**



**Computers / Peripherals**



**Medical Devices**



**Military / Homeland Security**

## Diversified Customer Base



GM General Motors



Pioneer

H HONDA



LOCKHEED MARTIN

BENTELER



MERCURY



CNH



GM DAEWOO



DAIMLERCHRYSLER

TOYOTA

SeaRay

Kimball International

faurecia



CITROËN

MITSUBISHI



KIA  
KIA MOTORS

TI Automotive



Raytheon



LEAR  
CORPORATION

BOSCH

Calsonic Kansai

ISUZU

CATERPILLAR



PORSCHE



We bring good things to life.



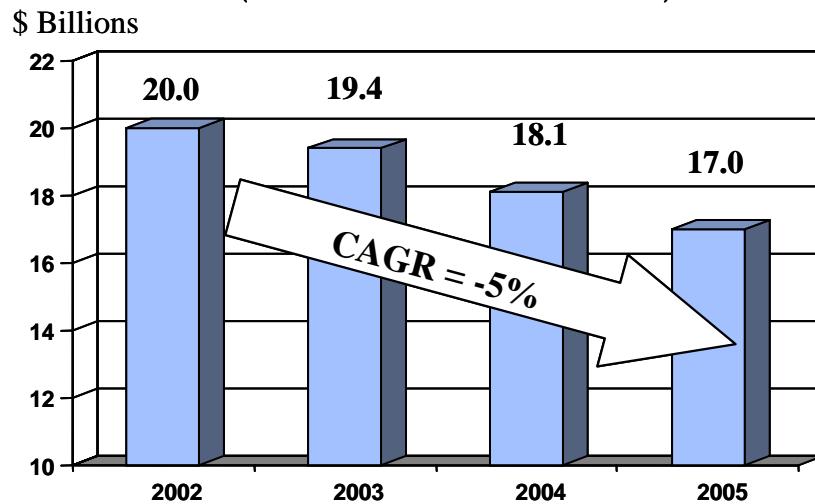
SSANGYONG MOTOR



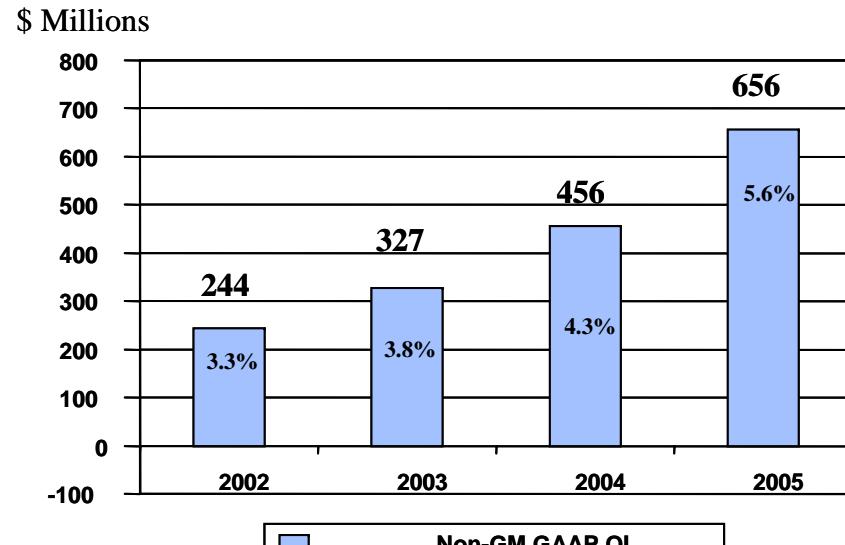
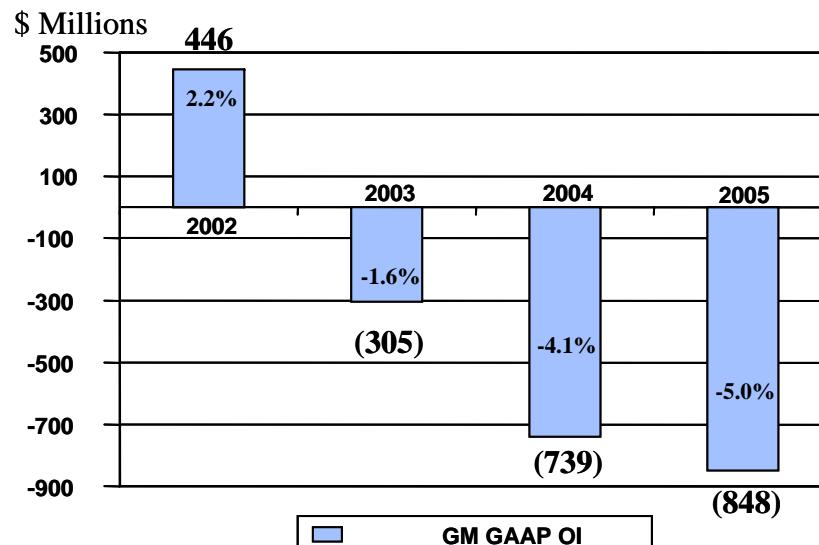
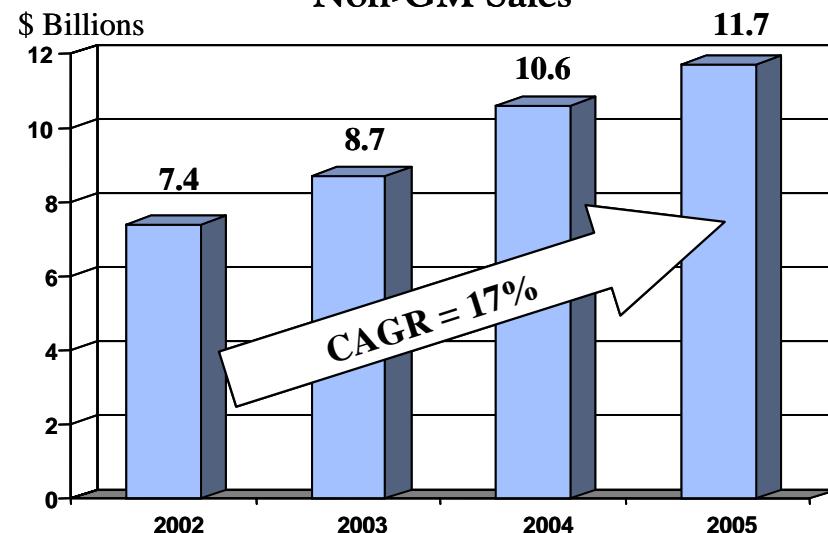
TRW

## Sales/GAAP Operating Income – GM vs. Non-GM

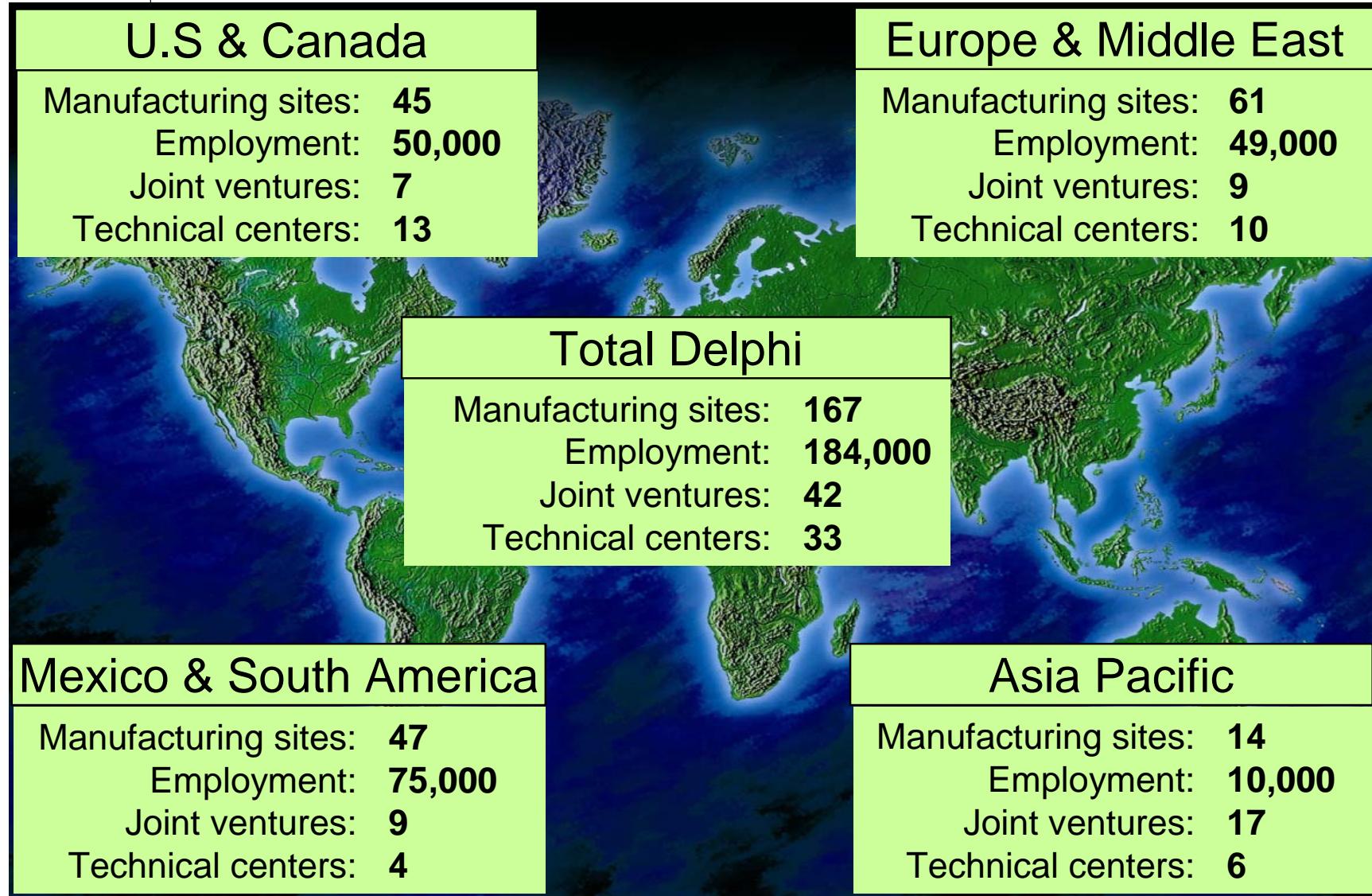
GM (Incl. Tier 1 & Affiliates) Sales



Non-GM Sales

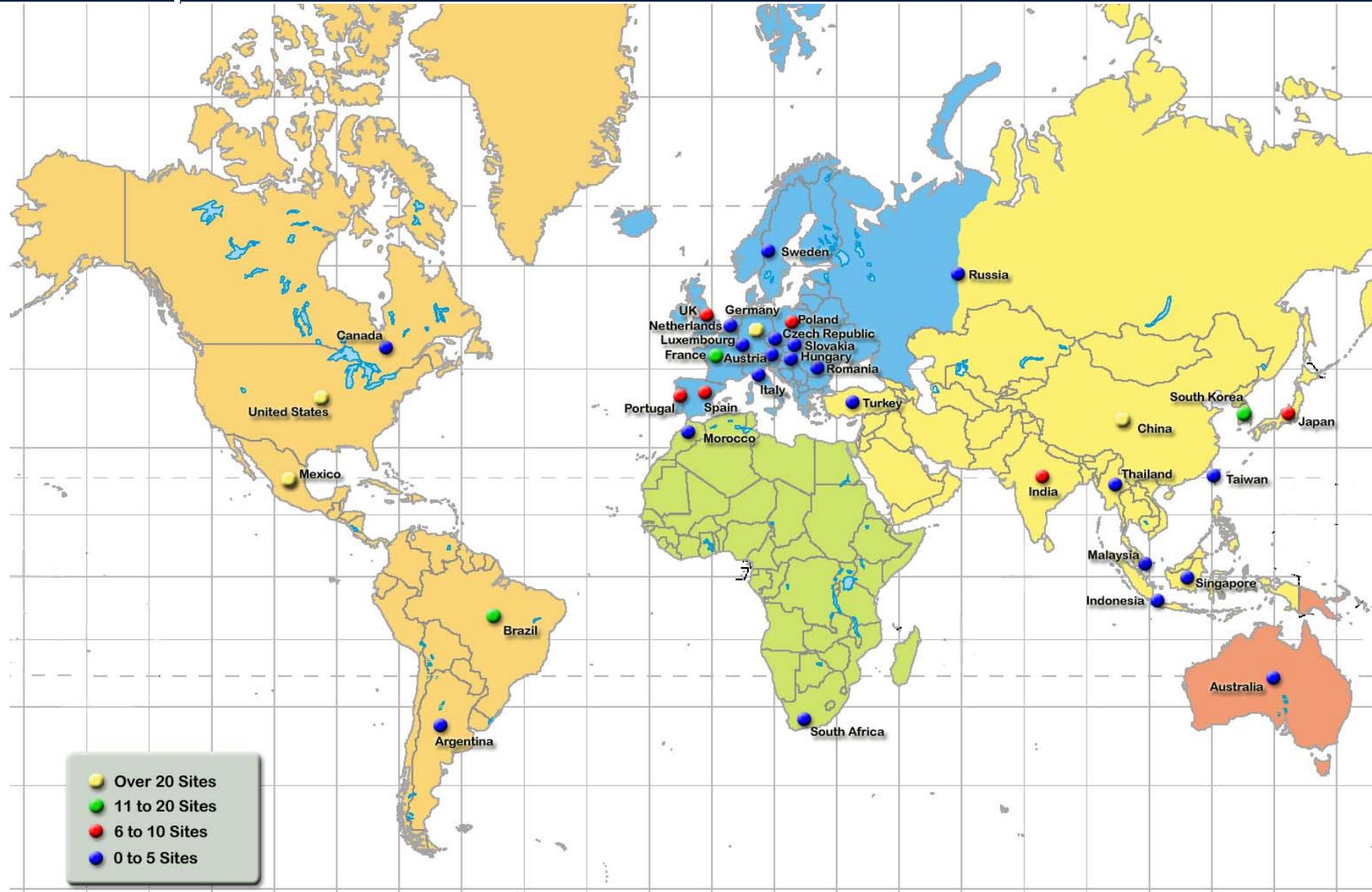


## Extensive Global Presence



As of March 31, 2005

## Worldwide Operations Locations



- Over 20 Sites
- 11 to 20 Sites
- 6 to 10 Sites
- 0 to 5 Sites

# Operations Locations – United States

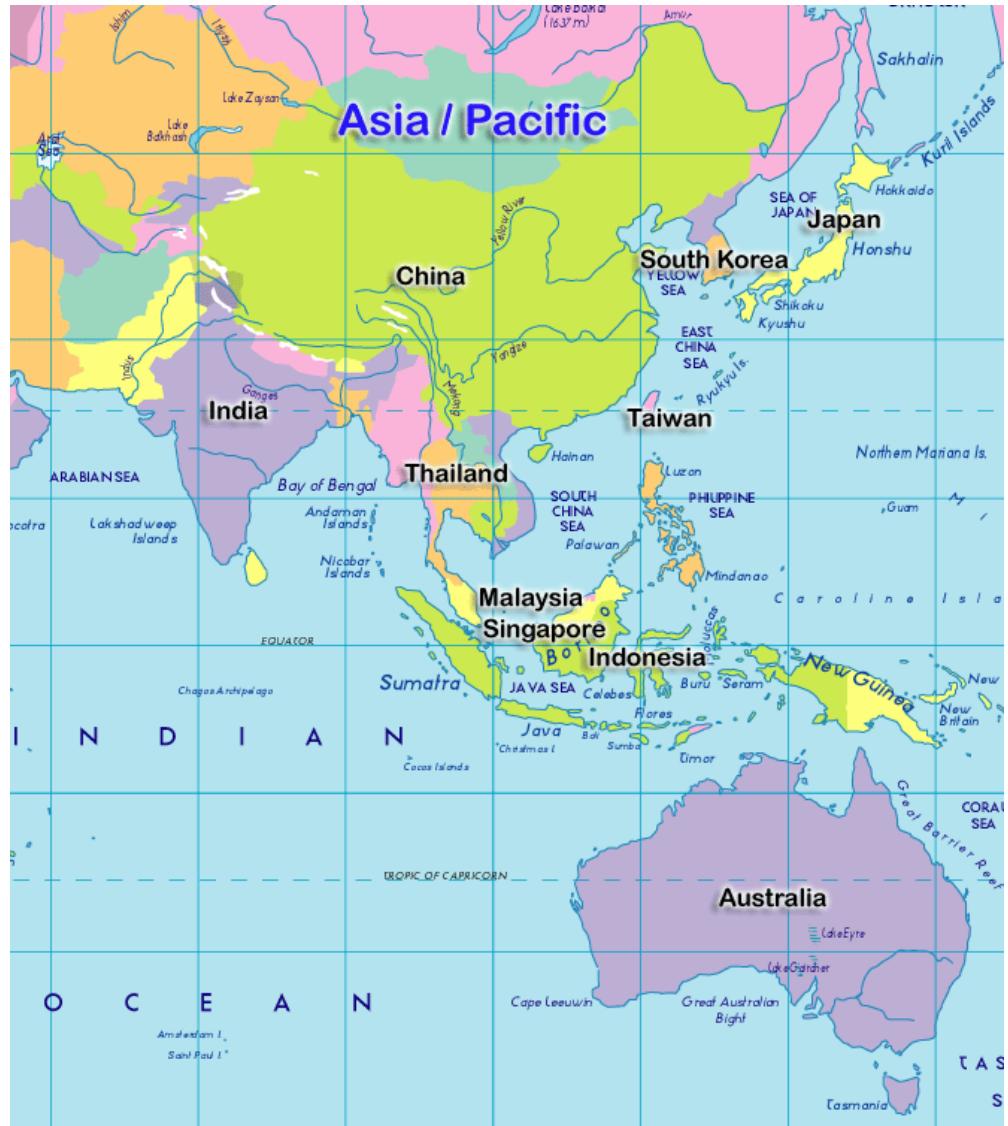


*U.S. entities also maintain branch offices in Liverpool, England; Moscow, Russia; and Thailwil, Switzerland.*

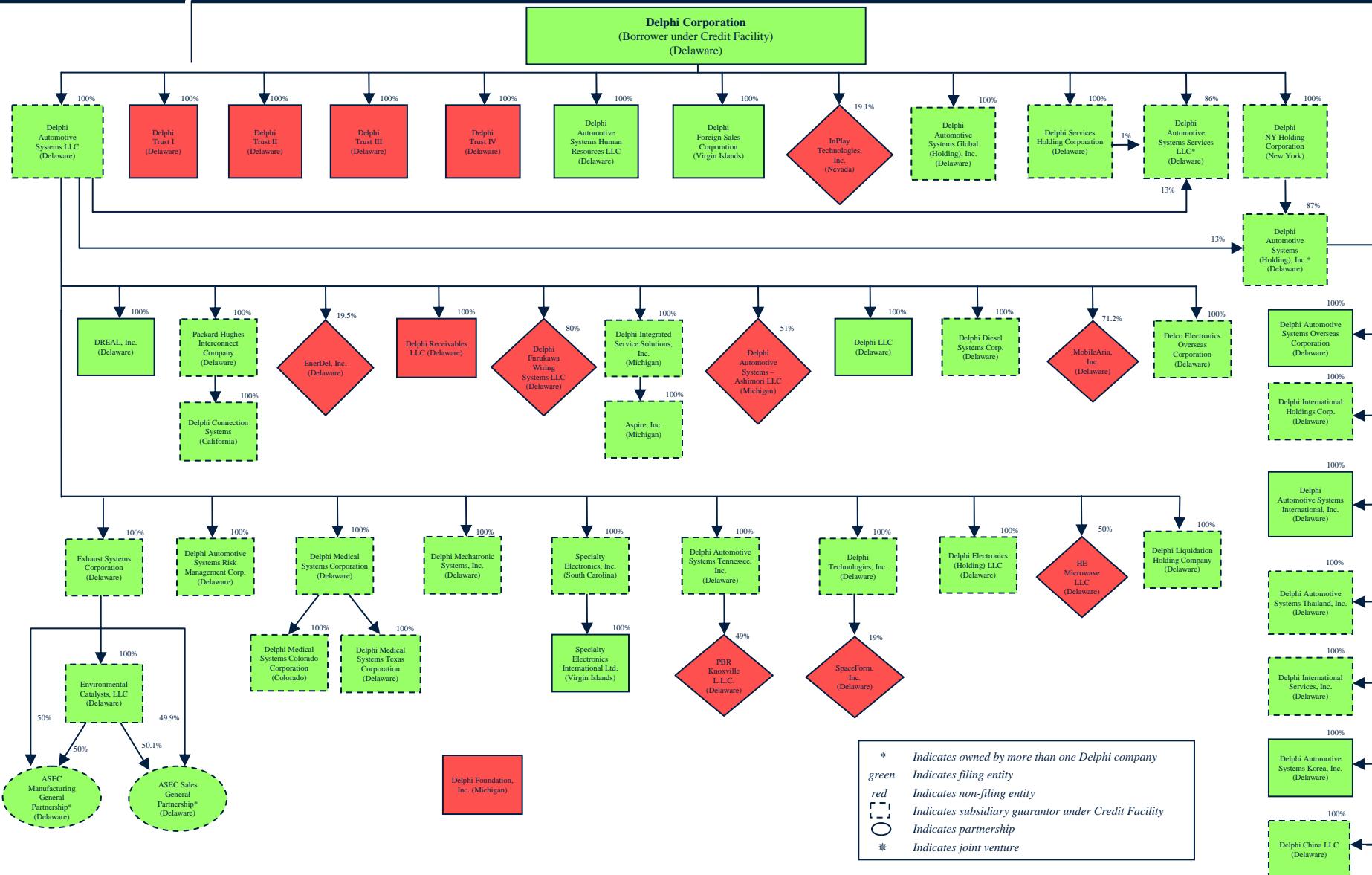
## Operations Locations – Mexico and South America



## Operations Locations – Eastern Hemisphere



# Chapter 11 Filing Chart (Domestic U.S. Entities)



# U.S./Foreign Entity Relationships

